


Expect More from 2017

Strategies for Success from Leading Experts
in Personal and Professional Development



With Compliments From
Rob Salisbury



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An Alternative Point of View to Expecting More From 2017!

By David Penglase

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A host of scientific research from applied positive psychology suggests to 'expect more' may only lead to unhappiness, disappointment, anxiety and despair (contact me if you'd like the details).

Whether you're a leader of others, or courageously seeking ways to develop your own self-leadership, you will be wise to heed what we know from the science... The reality is, most people expect, want, hope, dream, wish and talk about all the things they don't have, usually based on a social comparison with all the things others have that they don't.

We live in a world of social media where 'bragging and bagging' is making social comparison continually harder to avoid – even though there's enough evidence-based research to tell us that the pursuit of more to keep up with the Joneses (who are the Joneses anyway?), is a zero sum game... a game you can never win!

Rather than starting with a premise of *expecting more* from 2017, **let's disrupt that thinking** or goal for a moment and start with something that might simply cause you to raise your eyebrows... that something is to start with gratitude.

Sure, in business we need to achieve the financial and production goals that are set for us (or that we set for ourselves), but along the way, to make that a more likely reality, science validates the need for us to be grateful along the way... stay with me on this, because if you're a leader who is not regularly discussing and allowing your team to reflect and act with gratitude for past achievements, future achievements are going to get increasingly difficult to experience.

As humans we get used to things so quickly. We get used to the view out of our windows. We get used to our daily commute. We get used to the car we drive, the house we live in, the clothes we wear and the things we own. Sadly, if we're not careful, we get used to the professional and personal relationships we have. Getting used to things in our lives tends to over time, devalue them. We lose interest. We lose the spark that we originally felt when we first acquired or experienced whatever it was.

Think about this professionally for a moment. If you get used to your clients, and you devalue them, they start to realise that you're taking them for granted... and they leave. Why? Because they can! The reality is, they have so many choices, loyalty takes a lot more than simply doing a good job.

If you get used to your work colleagues and you take them for granted, your colleagues will feel devalued, unappreciated, and start looking to form other alliances, partnerships, and relationships with people who consciously, obviously and behaviourally care.

And if you're a leader who has become used to your team members, and you're taking them for granted, you will develop a trust issue between you and your team... and **when trust is at risk, everything is at risk.**

What I'm not saying here is that you oughtn't set goals or have projects you're working toward in 2017. What I am saying, is before you expect, want, dream, hope or wish for more in 2017, make sure you (and your team) are **taking stock of your truth** about who and what you have in your professional and personal lives and ensure you're behaviourally practicing gratitude.

Take a moment to take stock of the things you've already achieved, the things you already have, the people you are blessed to have in your life and the relationships that have helped you achieve what you have to date, and commit to actions and behaviours that demonstrate your gratitude... this is the link to releasing the intrinsic motivation required to achieve more (whatever more means to you) in 2017.



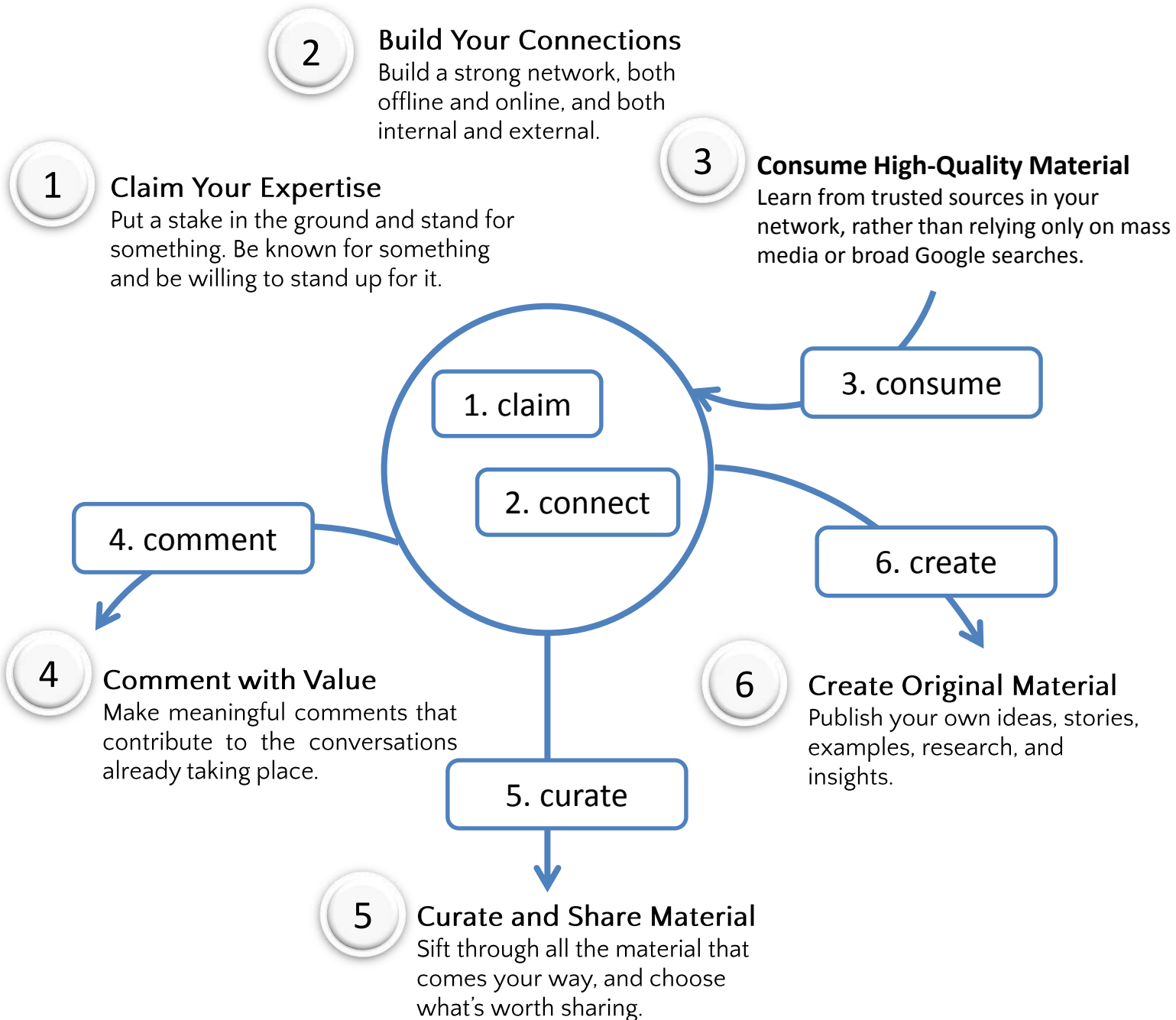
David Penglase is a behavioural scientist, author and **hall of fame international conference speaker**. David works with top tier organisations and associations to help leaders and their teams **make success an intentional reality**. David's conference keynote presentations and masterclass programs are always **entertaining, energetic**, and packed with **evidence-based content**, strategies and tips audiences can practically apply to their professional and personal lives.

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Step Up and Stand For Something

Build Your Authority and Personal Brand

Great leaders aren't afraid to stand for something that matters to them, even if it means being unpopular. They have a strong personal brand based on what they stand for, and built on two things: their expertise (what they know) and their network (who they know). That personal brand drives their decision-making, attracts the best followers, and makes a mark in their world.



Gihan Perera is a futurist, conference speaker, author and consultant who gives business leaders a glimpse into what's ahead – and how they can become fit for the future. Find out more at GihanSpeaks.com.



SPEAKER • TRAINER • COACH



Powerful Year

by Dr Amy Silver

As we approach the end of the year, I'm asking myself and you...Has your year mattered? I know, it's a big question. But in the face of the reality of life (and death), it really should be a question we ask each other and ourselves regularly. I mean, does what you did this year really matter?

My intention is not to plunge you into a deep cataclysm of philosophical questioning about 'What is the meaning of life?', I actually have the opposite intention. I want to prompt you to think more about your achievements and your pleasure, I want you to track them and reflect on them. This will drive your self-esteem, focus your energy and move you into a more value-based life.

Do you understand how what you have done each hour has contributed (or not) to your pleasure and or your sense of achievement for the week/month/year? Once you know this information, you can determine whether you want to shift anything. So here is how to start.

Use your e-calendar, conveniently mapped out already for you, to plot yourself hour by hour. You will give yourself two scores for each of these hours. Both scores are 0-10 where 10 is a lot and 0 is none. What would you give this particular hour of your life, when thinking about firstly **pleasure** and secondly **achievement**. In best practice it is done at the end of every hour, although in reality it is often done at the end of the day. To make it easy to track, use a pink font for your pleasure rating, and a green for achievement.

When you look back at your day it will give you some crucial information and if you can do it for a week you will absolutely start noticing patterns. Often it is the research and logic needed to enable you to question "what can I do differently, to get more pleasure and a greater sense of achievement?". This will shift your decisions to deliberate ones (where I feel we want to be) rather than automatic ones.

The hour to hour micro shifts are the tools to your efficiency, innovation, satisfaction and achievement. **Expect more from your year, and know your hours are the answer.**

Amy shows people how to have powerful conversations for influence and impact. She is a sought after trainer and speaker in the area of behavioural change for professional excellence. Subscribe to her popular blog - [Silverlinings!](#) Download her free white paper [here!](#)

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Why accountants, lawyers, and engineers, rarely make remarkable leaders.

Three key actions to take to ensure that 2017 is your best year yet.

by Ian Berry

With no disrespect intended for the accountants, lawyers, and engineers I know who are remarkable leaders.

Accountants are focused on profit.

Action 1

Focus on purpose, people, and processes.

Profit is not a reason for being in business, rather a result of being good at business.

By all means make as much money as you want, however see this as an outcome of pursuing the deep why of your business, and leading people and managing processes.

Leadership is the art of ensuring people feel **valued**. As a consequence of your leadership do people feel valued? When people feel valued they live **values**.

Management is the practice of ensuring it's simple for people to deliver **value**. Do your processes (which includes your policies, procedures, practices, and systems) mean it's simple for people to bring the best version of themselves to their work, and therefore deliver value?

Lawyers are focused on being right.

Action 2

Focus on sustaining shared-view in seven areas of significance.

Forget about being right, rather sustain a shared-view with others about where you are (**reality**), where you're going (**possibility**), why you're going there (**purpose**), how you'll get there (**strategy**), who will do what and when (**execution**), how you'll know you're on track (**lead measures**), and how you'll behave along the way (**culture and values**).

Engineers are focused on how it works.

Action 3

Focus on the difference you make.

How your product/s/service/s work is important however **what really matters is the difference they make in the lives of the people who use them, and what they share about their experience with others.**

Helping business owners and leaders to increase the positive difference your leadership makes, and to create more leaders in your business, has been the raison d'être of Ian Berry since 1991.



He is the best-selling author of *Changing What's Normal* and Founder of [The Appreciative Leader Community](#)

Dr Nicky Howe: Learning How to be an Effective Learner



What is vital to a leader is how you engage yourself in learning.

If you are to expect more in 2017 you must expect more from yourself in terms of how you engage with each learning opportunity.

As a leadership and management coach I perturb peoples 'Way of Being' so they can be more resourceful. A key element is to support people to recognise the barriers or *enemies* they have to learning. The following are offered by Sielerⁱ as some enemies of learning:

- Jumping to conclusions. We judge or assess everything instantly and are not open to different possibilities, often making negative judgements and comparisons.
- Arrogance. We cannot unlearn what we already know. There is too much at stake in existing knowledge, we are attached to it and close off other learning possibilities.
- We confuse knowing with having the truth, *I'm right*.
- We cannot, or are unwilling to, admit that we do not know.
- We do not give others the permission or authority to teach us.
- We always compare ourselves to others, often making negative judgements of our self or others.
- We are addicted to seeking answers, going to course for tips, recommendations and instant solutions. We don't see ourselves as a learner.

- Lack of patience. We want it now and don't take the time to reflect and apply new learning.
- Mood of resignation. Learning will make no difference because we have already given up.
- We cannot recognise or admit that someone else may know more than we do about something.

There is a flip side to these barriers or *enemies* of learning which I encourage you to adopt. They are simple strategies to help you adapt, change, develop, improve and grow. These strategies or *allies of learning* and include:

- Declaring you are a learner: *I don't know and I want to learn.*
- Declaring your ignorance: *I don't know.*
- Declaring you are learning: *I am learning about this.*
- Humility: *Can you help me please?*
- Courage: *I am going to have a go!*
- Determination and persistence: *I am going to keep trying.*
- Lightness and an ability to laugh at ourselves: *I am having fun learning.*

Declaring that you are a learner opens up a huge number of possibilities for you. It is a key factor in transforming you, your business or your organisation. It can even transform the world.

Want to know more about leadership? You can contact me at nicky@nickyhowe.com

i Sieler, A. 2005 *Coaching to the human soul: ontological coaching and deep change*, Publishing House Solutions Pty Ltd., Victoria Australia.

Flip the Switch to “TRUST”

By Ann Rolfe

Science has revealed that emotions cause chemicals to flood the neural networks of the brain. We unconsciously launch into “defend” or “trust” mode during any interaction with others.

It is surprisingly easy to trip the switch for defend mode – a look, a tone of voice, a word. The brain works differently, we hear differently, see differently and process differently in each mode and “defend” is the default setting for many people who deal with real or perceived threats each day. This means that a completely neutral interaction, or even an attempt to be helpful, may be misinterpreted and switch on “defend”. Even if trust has been established, “defend” can be triggered inadvertently.

We need to consistently build trust for relationships with customers, staff, suppliers and those we love to be effective. The attitudes and behaviours that demonstrate trust are the habits of great communicators. I use the acronym T.R.U.S.T: Together, Respect, Understanding, Success and Talk to keep them foremost in my mind.

Together – we’re in this together, we’re partners, we’re allies. We may be very different but we’ve come together with a common goal to have conversations and interactions that will create positive outcomes.

Respect – we listen to each other. We build rapport by finding what we have in common and we accept the inevitability that we are different, perhaps by gender, culture, age, experiences, beliefs or points of view. We accept that we are free to hold and share our own opinions and different perspective and we have the right to disagree.

Understanding – we slow down our thinking, reducing hasty assumptions, conclusions or judgment. Instead, we explore context and each other’s reality. We use empathy to get a sense of what it might be like for each other. We enquire, we are curious and we keep an open mind.

Success – we share positive intention. We build a constructive relationship. We have a sense that our actions have the power to produce beneficial results. We set goals and work toward positive outcomes.

Talk – our conversation is purposeful. We create a safe space where we each can be candid and open to share thoughts and feelings. We can exchange views non-defensively. We discuss issues, problems and choices and decisions, in confidence and respecting privacy. We collaborate to generate ideas, alternatives and possibilities. Communication is two-way and we give and receive honest feedback so that we learn from each other and grow.

Extract from *Using the Brain for Better Relationships in Business, Leadership and Mentoring*.

Ann Rolfe has over 30 year’s experience in adult learning, career coaching and mentoring. She is a certified Gallup Strengths Coach. <http://mentoring-works.com/?p=3760>

Your role is to guide not to control

In 2017 we should expect more frantic change that can't be controlled. So, as the CEO or as a strategic advisor, your job must be to guide, not control.

Once you accept your role as guide you need to ask yourself "How should I guide?" You can pop in, provide some guidance, leave and check in again only when needed. You can provide guidance and monitor very closely. You can do something in between. Which one is best for which situation?

I know, I know. "It depends", right? Yep, it depends.

Whenever the dreaded "It depends" comes up I always like to have a method for moving from "It depends" to, "In this case I will do this because..."

When it comes to deciding how to guide the organisation as a manager or as an advisor I reckon you can't go past this simple set of three considerations:

Opportunity – What is the scale of the opportunity being pursued? The bigger the opp, the more you should care that you get your hands-on vs hands-off guidance precisely right.

Capability – Do you and/or the business have the capability to grasp the opportunity? The greater the capability the more you should be hands-off.

Appetite – Is this something the organisation should be caring about? If the opportunity is going to distract leaders from the bigger game, you should strongly guide decision makers away from it. If it is on the critical path towards the holy grail, you should strongly guide towards it.

Simplicity of thinking, such as thinking in threes, is so important for fast, agile decision making and for providing clear and credible advice.



Want to know more about fast, agile decision making?

Bryan Whitefield works with board directors, executive teams and internal advisors to help set direction, create flexible strategies and establish boundaries to guide decision making in this uncertain world. He is the author of *DECIDE: How to Manage the Risk in Your Decision Making* and the designer of the Persuasive Advisor Program.

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The best leaders do less, not more by Ross Clennett

Once an employee reaches a certain level of success there is likely to be an opportunity to take a leadership role. Most employees accept this opportunity.

Then the real challenge begins. I don't just mean the challenge of being responsible for the development and results of other people, I mean the challenge of having to rewire your brain to truly get that your job now is to do less, not more.

To do less, not more, at first utterance sounds ridiculous. Most leaders reading this statement would be thinking "You have to be kidding"

However the research on leadership, and the actions of some of the world's most successful companies, is unequivocal.

In July this year, Google, who are fanatical about using data to understand and perpetuate high performance in their business, were [reported](#) as follows:

The two fundamental things they found which drive the performance of their people include:

-) Ensuring goals are clearly written down.
-) Ensuring there are frequent conversations happening between the manager and the employee.

Early last month, GE, the benchmark for twentieth century corporate leadership development, [announced](#) that they were scrapping annual performance appraisals and replacing them with "a new system of feedback and coaching" that "will require managers to communicate better and more often with their staff and to act as coaches and facilitators."

At a recent sales conference I presented the [CEB research](#) on sales manager effectiveness that concluded that the two most important things that a sales manager can do with her time is to provide skills coaching to each team member and to work with each team member to 'unstick' work problems.

What does all of this tell us?

The most effective leaders prioritise spending time with each of their team members ahead of everything else. This time could be spent coaching or having a coffee with their team member or having a formal one-on-one.

All of these activities require something that many leaders find very difficult to do: allocate time for this type of interaction, be still, ask questions (resisting the temptation to tell) and just listen, in other words not doing very much but having a very large impact on that team member. Why? Because nothing demonstrates to a team member that their leader cares more than the time their leader spends with just them.

The culture in most companies is, typically:

1. The leader spends the most time with the employee who is performing the worst and the least time with the employee who is performing the best. This creates the, unintended, message that any time a leader spends with an employee signifies a problem.
2. The leader should be doing other (immediately) productive things rather than 'waste time' or 'distract' employees by spending time with them.

Smart companies know better.

The single biggest difference in leadership behavior between the High Performing Workplaces and the Low Performing Workplaces was that leaders in HPWs spend more time and effort managing their people than leaders in LPWs (29.3% higher).

Source: The Society for Knowledge Economics, January 2011

The single biggest obstacle to companies adopting this leadership behavior is the core instinct of leaders is that they should be 'doing' lots of things.

Leaders: do less, but have more impact where it really matters.

Ross Clennett is a recruitment expert and the author of ***"Succeed Quickly or Fail Slowly: A High Performance Framework for Recruiters"***. For a free copy of Ross's book, to subscribe to Ross' free weekly newsletter please visit www.rossclennett.com

The Power of Story

“ ... and lived happily ever after.”

Really!?!??

We all love a good story, preferably with an implied happy ending: however, life being what it is, happy endings can't be guaranteed.

Nevertheless, the stories we tell ourselves can have a significant influence on our lives.

This year, early on, it came to me that, 'This is the year of chilling out'. I took this on board as a story that could be useful; when I sensed myself starting to agitate, I made a point of reminding myself to chill. And I calmed down. Looking back now, I am quite surprised at the change in my degree of chill over the space of just a few months.

And then, one day, the story became, 'Keep your eye on the ball!' Chilling out became part of the past, a useful skill I had integrated into my repertoire of life.

Now, as we enter a new yearly cycle, I wonder what story or stories might be empowering for me? And how to help clients find *their* most empowering stories? For in our chaotic, changing world, it's all too easy to trudge along to the beat of disempowerment.

As with so many key aspects of life, with stories, there is no 'one size fits all' – even if 2017 is, numerologically, a year of new beginnings! (The numbers 2 0 1 7 add up to 10: which reduces to 1: which is the number of new beginnings).

Whether you believe in numerology or not is beside the point: the value of being in each moment with a 'beginner's mind' is a useful skill to practice – if the story resonates with you. And that's the key. Does a story resonate with your heart?

Adapting lines from Carlos Castaneda, '*A story without heart is never enjoyable. You have to work hard even to listen to it. On the other hand, a story with heart is easy: it does not make you work at liking it. For me, there are only stories that have heart ... there I travel, and the only worthwhile challenge is to follow the story to its end.*'

What stories about the year ahead resonate most for you?

Justus H Lewis, PhD is a Clinical Member and Supervisor of the Australian Hypnotherapists Association. She helps people come to terms with the uncertainties and frustrations of life and find stories that resonate with their hearts. Read her blog and sign up for her newsletter at www.justuslewisphd.com/blog/#blog

The Best Advice, Ever – by Clive Murphy

When introducing a session to two clients, I went through a concept they said was the best advice they had ever received.

When things go wrong in your life, do you constantly focus on and discuss the problem? When you argue, are you constantly talking about what is going wrong and how the other person has wronged you?



This can happen at work, in a relationship or within a family.

When you encounter a problem in your life, there are two parts: The **problem** and a **solution**.

Which one is the most important?

Clearly, the solution.

It is important to identify and define the problem and then focus on achieving the solution.

What happens if you continue to focus on the problem?

It gets bigger. The more you focus on it, the bigger it becomes and the worse it appears.

The next time you are having a disagreement with someone, ask yourself: Am I focusing on the problem or the solution?

To show how simple this is, which one are you focusing on when you:

- ✓ argue?
- ✓ feel sad or upset?
- ✓ stew (dwell) on things?
- ✓ feel anxious?
- ✓ fail to get your own way and things are not working out?
- ✓ focus on what you don't have; what you are missing?
- ✓ focus on how poor you are – in time and money?
- ✓ feel depressed?
- ✓ worry about things?
- ✓ feel frustrated or angry?
- ✓ feel overwhelmed?

Producing any of these states indicates you are focusing on the problem. For example, a depressed person is simply depressed because they continue to focus on the problem and what is going wrong. The more they focus on it, the worse they feel.

If you worry about things, you are focusing on what can go wrong. Abraham sums it up beautifully: "Worrying is using your imagination to create something you don't want."

Once you identify the problem, shift your focus to finding a **solution**.

If you are unable to find a solution, brainstorm possible solutions with a trusted family member, colleague or friend. Once you identify the solution, the next step is critical.

Create an action that is going to deliver the result. Do something to fix the problem. Do anything to see if it works. At least you are working on a possible solution.

Make 2017 your best year yet.

Clive Murphy is a best selling author and the creator of "Live Your Life Potential" Program. This is a 12 Module online Video course covering how your mind works, how to stop others from affecting the way you feel, how to have confidence and feel happy, why you have good and bad thoughts and ways to resolve conflict in your life. For more information, go to:

<http://clivemurphy.com/courses/>

The Secret to Managing Sales Performance

1991, the First Gulf War was exploding into action and I was selling mortgages and insurance at Prudential Property Services here in the UK and doing rather OK. My reward was a one to one with my Sales Manager, Dave Littlewood.

Dave was a Londoner and an excellent sales manager because he always had a plan for his one to ones and it never differed.

He'd invite you in to sit down. He wore his glasses on the end of his nose, readers. His first question was "Ow's it goin' Paul" in his south London accent.

Then he'd pause and wait for me to begin answering. He'd stop me, raise his pile of paperwork and say "I know 'ow you've been doing mate, the numbers are all 'ere"

And they were, he didn't have today's technology and CRM systems, dashboards and spreadsheets but he had my metrics and KPIs and he knew whether I was on, above or below target.

If I was above target, which was most of the time 😊 his next step was to pat you on the back, ask if there was anything he could do to help and then usher you out the door. And on the way to the door I was invited to "grab a bottle of shampoo from the case in the corner and you and your gel should enjoy that tonight on me". Dave was never politically correct but this was the early 90's.

If you were below target, he'd ask what your plan was. He'd listen to your plan, add to it a little using his experience and pack you off to complete the plan, without the shampoo of course.

If you had no plan, he'd then determine activities for you. How many calls he expected, how many first meetings, second meetings etc. He would then target you on activity hard until your numbers improved. Naturally you'd get training.

And it worked. Dave was one of the best sales managers I've worked with. Old school maybe, but his tactics are still spot on today. I know many managers who just seem to want to drive activity numbers. This should only be done if results are down not by default.

And this fetish for having the latest CRM and dashboard that modern sales managers seem to have. Have one, keep it all simple, and focus on the basics.

I wonder where Dave is now? We didn't have LinkedIn or Facebook to keep in touch back then but we did win the First Gulf War, or is it still going on today?

Bit edgy that one and you did know that shampoo was actually champagne didn't you?



Paul is a master in selling, sales coaching and customer engagement and has worked with hundreds of corporations across the world to help them increase their sales revenue.



He is a prolific writer and blogger - maintaining three blogs, with www.paularcher.com attracting thousands of hits from all over the world.

He has published seven books. His latest book "Selling with NLP" was published in June 2016 and is available from Amazon.

Sign up to the Weekly Sales Tips and the Weekly Video Sales Tips by clicking here

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4 Steps To Motivate High Performance In Your People In 2017 - Maree Harris, Ph.D.



High performance and its rewards.....everyone wants it. Managers want teams of high performing, highly motivated employees. Employees want the inspiration of working with empowered and high performing colleagues. Yet how do you motivate high performance?

Many want to achieve that goal in the quickest and simplest way possible. Waving a magic wand would be their preferred way to make it happen. Instead that process requires a strategy implemented with commitment and motivation.

It doesn't matter whether you are a manager wanting to have a high performing team, or an employee wanting the buzz of working with such a team, it all comes back to YOU and changes you are willing to make to achieve that goal. It's hard work in other words – at least initially! Persist, commit and it becomes a way of being and doing that creates your unique leadership style.

1. You Enter into A Psychological Contract with your employees.

If you want to inspire high performance in your employees, engaging with them is the first step. The psychological contract is the one that says: If you look after our organisation, we will look after you. We will help you, while you work for us, to achieve your goals and grow your career.

2. You Motivate Your Employee to Create A Career Development Plan.

This is the first step in catalysing their performance. You help them create it. You help them clarify their goals for their career development and set deadlines with them for achieving their goals.

3. You Help Them Align Their Goals With Those of the Organisation.

This is about helping them see how they can make a difference in the organisation which leads to their contribution being recognised and valued. This also means that they begin to work WITH you, not just FOR you. Your success is their success and their success is your success. This results in win/win outcomes.

4. You Coach Them To Achieve Their Goals.

You work with them to discover what motivates them. 70% of engagement in organisations is impacted by managers and yet 44% of managers do not know what motivates their employees. How can they, therefore, get the best from them? You work with their strengths, not their weaknesses. You feed-forward, rather than feed-back. You encourage self-direction and self-leadership which calls for their accountability, not just to the organisation, but to themselves. The coaching relationship inspires, motivates and empowers them to be the best version of themselves so they can achieve the success they want.

Maree Harris, Ph.D. is the Director of People Empowered, a leadership development company she founded in 2005. She is a facilitator of empowered leadership, soft skills specialist, author, speaker and mentor. Stay up to date with the latest insights on leadership development and access free website resources to enhance your leadership by subscribing to her blog at www.peopleempowered.com.au

Introducing the 7MTF: Your New Way of Lifting Your EQ by Christopher Golis MA MBA FAIM FAICD

“People drive performance; emotions drive people” is an oft-repeated mantra among Emotional Intelligence practitioners. Unfortunately this mantra is missing the all important third step: “Temperament drives emotions.” Numerous studies have shown that nature is twice as important as nurture in determining your future success in life yet temperament (defined as your genetic emotional pre-disposition) is rarely if ever mentioned in books and workshops on emotional intelligence. Instead they are filled with psychobabble on topics such as competencies, mindfulness and empathy.

Since retiring after 25 years in venture capital in 2007 I have been advocating that the best model for learning about temperament has been the Humm-Wadsworth. These two scientists, using the original concepts developed in 1924 by Rosanoff, developed a 7 component model of temperament based on six mental illnesses (mania, depression, autism, paranoia, epilepsy, and hysteria) and seventh factor regulating the six called the Normal. Each component was spread as a Bell Curve and your temperament was determined where you were positioned on each of the seven distributions.

I was introduced to the Humm-Wadsworth in 1974 on a sales training course and used it very successfully, first as a salesman, and then as the General Manager of the TNT Payroll Management Systems Division. I married the Humm-Wadsworth to the TNT selling system which was subsequently published as a book *Empathy Selling* in 1991. The publisher of Kogan Page, Europe’s largest publisher of business books which published an edition in 1992, described it as the most innovative book on selling he had read in 20 years. One of the key innovations was new names for the seven component which matched the first letters of the mental illness: Mover, Doublechecker, Artist, Politician, Engineer, Hustler and Normal.

In 2007 I retired from the venture capital industry after 25 years and decided to develop a third part-time career in pushing the Humm as the secret to lifting your emotional intelligence. I published *The Humm Handbook* for managers and created a business running workshops, doing EQ coaching and writing some 250 blogs. Over the next nine years the original mental illness list used by Humm & Wadsworth was modified to mania, depression, autism, paranoia, obsessive-compulsive disorder, psychopathy and neuroticism. In addition I also signed up JV partners in China and the USA.

While working with my JV partner in the USA he said the marketability of the technology would be improved if new names were used to reflect the changes and to avoid confusion we should rename the model the 7MTF standing for the Seven Motivational-Temperament Factors. The new names for the Emotional Intelligence Core Components are GoGetter, Regulator, Artist, Socialiser, Politician, Engineer, and Doublechecker which conveniently form a mnemonic: GRASPED. The five most common 7MTF components Artist, Engineer, Socialiser, Doublechecker and Regulator match up with the Five-Factor Model Openness to Creativity, Conscientiousness, Extraversion, Agreeableness, and Neuroticism which provides scientific validity for 7MTF, plus it accounts for the two drivers of toxic leaders: corporate bullies and corporate psychopaths.

In summary in the same the Humm-Wadsworth is built on foundations of Rosanoff; the 7MTF is built on the work of Humm and Wadsworth. Go to my website and download the white paper for more information.

Practical emotional intelligence: A real tool for real people
website: www.emotionalintelligencecourse.com

Modelling civility in 2017

At the time of writing commentators are lamenting an apparent rise in angry, polarized, extreme rhetoric and behaviour. People are promoting 'wacky' ideas, ignoring data and evidence, inflaming emotions.

Word choice and arrangement are a professional speaker's critical tools. They convey ideas and information, set a tone, imply an attitude, present a model. They can be a choice for civility.

A speaker can be contentious, subversive, challenging yet still remain civil. When disrespect and outright abuse are thriving, the art of civil plain speaking is a powerful skill.



What does it mean to be civil?

Being civil means: showing respect, using manners, considering others, showing restraint and responsibility, being polite and courteous, making it safe to explore ideas.

Being uncivil includes, depending on the context: lack of respect and restraint, being unfriendly and rude, hostility, vulgarity, inappropriate loudness, denigration, name calling, insults, mockery, character assassination, misrepresentation.

Civility fosters a friendly, cordial, safe space for getting along with people, one where the chances are greater for people to work through their differences.

Three tips to help with modelling civility

Appeal to the head and the heart: base ideas on sound evidence and data so your audience knows you've done your homework and have assessed what is fact and what is fiction. Use stories that appeal to emotions to open a window to shifting beliefs.

Understand that sexism and racism are not the same as political correctness. These days 'political correctness' is used pejoratively to dismiss issues that are tough or inconvenient, and disparage speakers to silence their voice. Civil speech uses culturally inclusive and gender-neutral language.

Look for at least one positive point: no matter how wrong, wacky, weird someone's ideas and beliefs are, start by looking for at least one positive aspect. Humans are very good at seeing others' flaws. No one is going to change their views if they only hear the negatives.

Dr Ann Villiers is Australia's only *Mental Nutritionist*®, a sense-making specialist focusing on mind and language practices that enable people to think flexibly, speak confidently and build quality connections.
www.mentalnutrition.com www.selectioncriteria.com.au

On 18 March 2014, the sudden news of L'Wren Scott's death in New York City brought the world's most famous rock and roll band to a complete stop just days ahead of a sold out concert in Perth, Western Australia.

The Rolling Stones were to perform at the first of seven sold out concerts across Australia and New Zealand when internet and television news flashed with a 'breaking news' story. Countless people were stunned that Mick Jagger's steady girlfriend since 2001 had taken her life due to huge financial debts and chronic bouts of depression.



Quick decisions by Mick Jagger and fellow Rolling Stones band members to postpone their long awaited Down Under tour out of respect to Miss Scott proved to be the right professional, personal and public decision.

As colleagues over five decades, these rockers tightly bonded together. Their grief, yet resilience were on display daily before the public and curious media. Putting their much loved Miss Scott's care and memory ahead of concerts, promoters and profits brought The Rolling Stones a new understanding from the public and created new raving fans.

Five decades after they first appeared at London's Oxford Street Marquee Club as a start-up band in 1962, The Stones have '*bounced back*' from this personal and close knit inner family tragedy. They honoured Miss Scott with amazing concerts and massively attended events in October and November 2014 across Australia and in Auckland, New Zealand.

What lessons from The Stones' 55 year journey can help you to build your resiliency bank account? In spite of life circumstances, the economy or family tragedy, how can you be more resilient and thrive from your 2016 challenges?

6 Tips to Bounce Back and Move Forward in 2017

1. Reflect, Renew, Reward: What did you achieve in 2016 that you are proud of? How will you renew your body and recharge your mind for what's ahead in 2017? What new goals will you set as doable targets? What rewards will you create for you and your family when you achieve them?

2. Manage Change - Learn to Adapt: Psychologists suggest that change in any of the following areas create stress. Three or more changes at once can often lead to depression or anxiety issues if they are not managed properly.

* Moving to a new home or city * Death of a spouse, family member, dear friend, colleague or beloved pet * Job loss or career change * A serious health issue that involves a close relative, friend or self and * A relationship change, divorce, separation or start of a new relationship or a first or second time marriage with a new or integrated family.

3. Improve your Professional Skills: An Australian privately held pest Control Company I have coached and mentored was recently voted # 1 and beat out over 1,000 industry competitors. The owners are known for improving their skills, upgrading client-servicing methods, helping their team and training employees with innovation and fun in mind to remain on top of their crowded field.

4. Limit Requests of your time by Community or Social Groups: The limited resource at our discretion is time. Multiplying 24 hours by 365 days, we each get 8760 golden hours to invest per year; 1% of that is about 88 hours or two 40 hour work weeks. Make wise choices with your most valuable asset. Learn to say '*thank you but no*' when asked of your time by some (yet not all) volunteer, non-profit, community, social groups, relatives.

5. Balance Health, Family, Friends and Work: Look at creative and simple ways to move things off your '**To Do**' list. Hire experts to help you and outsource tasks to them to save your frustration and maximize your time.

6. Collaborate with Business Colleagues or Friends: Make a difference in your community or industry through special projects with people you like and trust. Our annual e-books are one example of how we've made a positive difference by collaborating with colleagues and associates we have known for many years across numerous countries.

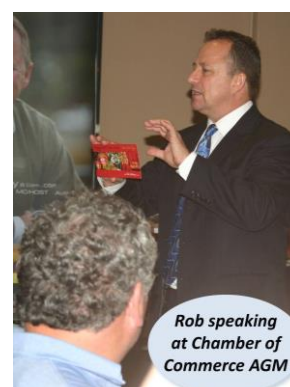
If you need a few good resiliency ideas or tips to help you get started ... give me a call.

Rob Salisbury B. Com., CSP, global speaker, corporate trainer and MC has been hired over 2200 times by 620 global firms, Associations and Chambers of Commerce in 24 countries and 55 cities.

He is a former two-term President of the Sydney and Canberra Chapters of the National Speakers Association of Australia with nearly 300 financial members and a recipient of numerous industry awards for service to clients, associations, peers and industry partners.

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How to transform your coaching in 2017

“It’s not just touching the surface. Being coached is like taking a deep dive into the swimming pool.” This was a comment made by one of my clients as we completed his coaching program. We were reflecting on each of his sessions. He was evaluating what he felt he had achieved. He asked me if he could start with a metaphor. He went on to say this.

“When I first engaged in the program I felt like I had just taken the pool cover off. By the second session I was sticking my toe in to test the water. After a few sessions, I jumped straight in below the surface. I was unpacking issues I didn’t even realise were affecting my performance as a coach. I felt like I had a lifeguard with me.”

In *Challenging Coaching*¹ John Blakey and Ian Day discuss the support-oriented influences on the coaching profession as it has developed. They say this leads us as coaches to give our clients unconditional positive backing. This can hold us back from taking our clients beyond surface issues. Achieving essential optimum performance in coaching requires courageous goal-setting and creating tension. Blakey and Day say that traditional goal-setting techniques focus on rational and realistic goals. For them, setting courageous goals leads to real transformation. They discuss the fear of giving feedback to clients and how coaches can overcome this.

I compare this to my client’s deep dive metaphor. Diving deep in coaching can transform client’s experiences of their world. With our clients, we have a choice to stay at the edge of the pool, paddle, tread water, or dive deep.

One edge that good coaches can give themselves is to commit to improve their practice by having a coach mentor. I believe this helps us to be better coaches to the people we work with. In a 2016 blog [How to find the best coach for you](#), I discussed how the coaching program I had completed was a good reminder for me of the power of coach mentoring. Working with another coach enables us to learn new techniques. It helps us to dive deeper with our clients and to be more courageous and transformative. The coach who has a critical friend, or a life guard, who assists them to learn deeply, will create higher value for their clients. Coaches can enhance their own effectiveness. Courage and depth of skill can be developed. **Don’t stay on the edge of the pool. Work with a coach mentor in 2017 to transform your coaching.**

Maree McPherson is a coach, mentor, facilitator, and writer. Maree is an expert in leadership and a creator of influential relationships across multiple stakeholder groups. She is a proven effective broker of partnerships - with 30 years’ experience including as a CEO in the public and not-for-profit domains. With tertiary qualifications in organisational and executive coaching, business and social welfare, Maree works with people and businesses from a range of industries. *Find out more at* www.mareemcpherson.com.au

¹ Blakey, John and Day Ian. (2012). *Challenging Coaching - Going Beyond Traditional Coaching to Face the FACTS*. Nicholas Brealey. London.

Finish what you start

Shelley Dunstone

Do you start projects with enthusiasm but end up not finishing them?

How can you keep your goal at the forefront of your mind – until it's done?



The Daruma Doll is a symbol of perseverance and good luck, and are a popular gift of encouragement in Japan. They are sold with the eyes left blank. You fill in one eye when you set yourself a goal. When you achieve the goal, you fill in the other eye. The idea is that in order to motivate “Daruma-san” to grant your wish, you promise to give him the gift of full sight when the goal is accomplished. Every time you see the one-eyed Daruma, you are reminded of your unfinished goal. It’s a way of keeping yourself accountable.

What are some other ways of creating accountability?

- **Declare your goal to someone, and encourage them to keep asking you about your progress.**
- **Compete with a buddy, and compare your progress regularly.**
- **Create a “To Do” list of steps, and tick items off as and when you complete them.**
- **Diarize the date when each step is due to be completed.**
- **Promise yourself a small reward yourself for completing each step.**
- **Use project management software that will send you automatic reminders.**
- **Write your goals on a whiteboard or large sheet of paper, and put it on the wall right in front of where you work.**

You could even buy yourself a supply of Daruma dolls, available online.

In 2017, finish the projects you start!

Shelley Dunstone helps lawyers to have better businesses and more fulfilling careers. Visit her web site at www.legalcircles.com and subscribe to her FREE fortnightly e-zine *Build Your Legal Practice*.

Inspire leaders to change the game

Businesses are seeking more game-changing leaders in 2017. They want people who can take us somewhere new, who can navigate the impact and opportunity of digital disruption. Digital disruption is changing the game for businesses everywhere. Some forecasts suggest that four out of ten major incumbents in each industry sector will no longer be with us in the next five years.

The leadership response to that challenge was the topic of the Big Kahuna Leadership Survey of business leaders.

The main conclusion of the report is that those companies that develop game-changing leadership capability will be better equipped to capture the growth opportunities of digital and technology disruption.

Businesses of all sizes need leaders who can develop and execute game-changing strategies to capture the opportunity and avert the threat of digital and technology disruption.

We recommend a review to address leadership capability at the following three levels:



Board level – Is the board asking the right questions about technology strategy?

C-Suite – What is the level of technology literacy of your CEO and C-suite executives and do they have the appetite for technology-led strategic transformation? Do they have the game-changing leadership capability to share their vision and gain organisational ownership for its adoption?

Technology Leaders such as CIOs, CTOs, CDOs – Are your technology leaders shifting from an IT operational focus to a customer and business focus? Are they merely an order taker or a futurist? Are they stepping up the influence curve to champion technology led strategic transformation.

Need help?

If you need help establishing your own company-specific view of your leadership capability to meet the leadership challenge of digital disruption, please don't hesitate to contact us.

Contact Brian Donovan to lift the lid on your leadership potential.

Ph: +61 418 552 723 Email: brian@donovanleadership.com Web: www.donovanleadership.com

WHY PLANS MATTER in 2017

In a talk I recently attended by [Jamie Pride](#), he said that 92% of newly (ASX) listed businesses would fail within two years! I was astonished. I knew the data were bad, but not THAT bad.



I looked further into this and found that (according to the Australian Bureau of Statistics) 60% of new businesses fail in the first three years. Data from ASIC (Australian Securities and Investment Commission) suggests 44% of business in any one year would have a *failure of strategic management*, 40% would have *poor cash-flow* and 33% would have *trading losses*.

These data suggest entrepreneurs, small business owners, managers and operators may be AWESOME at *stuff* but SUCK at operating and managing a business.

So, if you're business is more than three years old, you have had successive years of positive cash flow (including paying yourself) and you're still operational – WELL DONE, you're in the top 13% of all SMEs currently operational in Australia.

If not, or even if you are, the research suggests there are three things small business owners can do to protect themselves from failure (besides *choosing* a successful product/service to sell) are:

1. **Get a mentor** – use someone who has been through the process before you. They can be free or paid. But you need their advice, tips, tricks and pitfalls to avoid. As someone who has been through that process, I can tell you it is MUCH easier working with a mentor, than without one. The costs, are definitely outweighed by the benefits in time and money saved.
2. **Plan** – Plans and planning are not sufficient for success. However, they are necessary. In research conducted by Palo Alto Software group, **small businesses that had (and used their) plans were twice as likely to succeed, twice as likely to grow and twice as likely to get funding/finance for their projects from external sources.**
3. **Act** – Far too much time is spent planning relative to the amount of time we spend implementing and checking progress against our plan. So, once you have created your plan, make sure it *transitions* into business as usual. If not, change the plan (because it is not useful) or start implementing.

So, as your business ([or research – and we know I think small business and research are very similar](#)) heads into the summer, Christmas and new year breaks make sure you:

- Chat with your key critic about the progress you made in 2016;
- Review your plans for their usefulness;
- Update business as usual to reflect new processes, plans and procedures; and
- Schedule some planning and review time for early 2017.

Because we cannot prevent the world from changing, but we can plan for it.

[Raven Consulting Group](#) specialises in delivering high quality strategic advice to the small business, education, research and government sectors. Richard is driven by the challenge of helping researchers be commercially smart. His strategic approach to collaboration and research translation has been making the impossible possible for more than seven years. His clients appreciate his cut-through approach. He knows the sector and how to turn ideas into reality. To find out more, call 0412 606 178, email (Richard.huysmans@ravencg.com.au) or [subscribe to our newsletter](#).



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CULTURAL
INTELLIGENCE
COLLECTIVE

KEY SKILLS FOR SUCCESS IN 2017 Mindfulness and Cultural Intelligence (CQ) - Trisha Carter

2016 has been another year of global change with political shocks and for many, personal challenges. These will continue into 2017.

Volatility, uncertainty, chaos and ambiguity – the acronym VUCA describes what many people are experiencing.

What are the personal skills that can help take the focus from the apparently growing craziness, the constant overwhelm of tasks, or the complexities of managing in a diverse global world?

One of the key skills is mindfulness.

[Dr John Kabat-Zin](#) describes mindfulness as ‘awareness that arises through paying attention, on purpose, in the present moment, non-judgementally’.

The evidence shows that [mindfulness reduces anxiety and stress](#). It [changes the brain](#) to enable people to focus, to calm down, to develop patience and move from instant judgements.

This is a key capability in cultural intelligence (CQ) so it is critical for global leaders.

What can you do to develop your mindfulness and CQ?

We all know about [guided mindfulness meditations](#) that use breathing to be fully present, to let thoughts pass by, observing and noticing without getting hooked by them.

If you could benefit from increasing your mindfulness or CQ, read Trisha’s blog, sign up for her newsletter, or contact her to discuss, training, coaching or

But what else can you do to develop mindfulness especially in light of developing your CQ?

- Practice noticing things in your environment using different senses. Right now what is the quietest sound you can identify? How many shades of green can you see in a walk in the park? Or shades of blue in a walk by the sea? Observe the way the wind moves the leaves on a tree. Notice the sensations of your clothing against your skin or your body against the chair you are sitting in. Notice the scents you can identify right now. Train yourself to focus your brain on your sense of sight, sound, smell, taste and touch to observe your environment.
- Notice things with an attitude of curiosity and child-like wonder. “Isn’t that interesting”, “I wonder what that is” or “I wonder why they do that.”
- Sitting in a busy place notice the people walking past you, their gait, their clothing, their speech, their manner. Again hold the attitude of curiosity observing without judgement or comparison.
- Watch television with the sound turned down and notice the facial expressions and body language of the people on the screen.
- Set your phone to beep at certain points and immediately notice your thoughts at that point.
- Set a different beep to ask yourself if you are operating in line with your values, and then consciously choose to move towards those values with actions.

Trisha Carter is an Organisational Psychologist and Certified CQ Facilitator (Adv). Her work with organisations and government departments develops global leaders and their teams to build bridges of understanding between cultures. For more information visit cicollective.com and transculturalcareers.com.au.

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